

Department of Human Resources

2013 Budget Statement to the City Council Committee on Budget and Government Operations

October 23, 2012

Good morning, Chairman Austin, members of the City Council, and esteemed members of the Committee on Budget and Government Operations. Thank you for the opportunity to present the Department of Human Resources ("DHR") budget request for fiscal year 2013.

DHR effectively delivers city services and a professional human resources management programs to both current employees and job applicants. DHR coordinates with operating departments, boards, and commissions to attract and retain quality personnel. We ensure a fair and equitable hiring process through the use of CAREERS, our award winning job search engine. Additionally, we manage and approve all human resources functions within the City, establish cost efficient processes, and advise City departments and Department Heads on human resources matters. It is our mission to foster equal employment opportunities for all the citizens of Chicago.

ACCOMPLISHMENTS

Employment Services

The Employment Services Division is responsible for administering the City's hiring processes. We have continued restructuring the division so that Recruiters are responsible for all types of hires and are assigned to departments. Now that departments have an assigned Recruiter, that Recruiter knows the operations of his/her departments more deeply, and this change also ensures consistency and better service. Hiring plans for the Chicago Police and Fire Departments have been filed with the *Shakman* court and are being implemented. In addition, all hiring for the Police and Fire Departments is now on our Taleo system, which will make hiring for those departments much more efficient and will reduce errors. Finally, we partnered with unions on creating the City's new Apprentice Laborer position and improving the hiring process for Laborers.

Testing

Our Testing Division successfully administered the Fire Chief Battalion Exam this past spring, and two additional Fire Department promotional exams (for Ambulance Commander and Paramedic Field Chief) will be administered on October 27 of this year. We will be administering an annual military makeup exam for Firefighter/EMT on November 27. We also successfully implemented our online application system for all of the Fire Department's promotional exams. Finally, we expanded Veterans' Preference for candidates on the 2006 Firefighter/EMT eligibility list for individuals who acquired military service after the exam date. With respect to the Police Department, we successfully administered the semi-annual entry-level Police Officer military makeup exam in June, and we will be administering another one on December 1. We have started the procurement process for the 2013 Police Sergeant exam and the next entry-level Police Officer exam and have begun validation projects for the Fire Department's physical ability testing for Firefighter/EMT and Paramedic. With respect to other City positions, we developed a City-wide testing process for Motor Truck Driver Foremen and tested approximately 375 Pool Motor Truck Drivers in less than three weeks.

Paid Time-Off Policies

We have successfully implemented the new vacation policy, which encourages employees to take vacation time and reduces the amount of vacation payouts. We have also implemented the City's first Parental Leave Policy, which employees have begun to utilize.

EEO Division

The Diversity and Equal Employment Opportunity ("EEO") Division consolidated the supervision of its EEO, Sexual Harassment, and Violence in the Workplace complaint investigations under a single manager, a newly-created role titled EEO Officer. In addition to filling the EEO Officer position, the Division filled 4 of the 6 available EEO Investigator positions. The division also created a set of investigation protocols, which are to be followed by all investigative staff. These procedures identify the processes to be followed from intake of a complaint to completion of a summary report. With respect to complaints alleging violations of the Violence in the Workplace policy, we created a process to ensure that employee conduct that clearly does not indicate violence is handled effectively by individual departments. We have provided training and guidance to liaisons on conduct that falls outside of the policy's prohibitions, and as a result the division has been able to focus on the more serious complaints raised under our Violence in the Workplace, EEO and Sexual Harassment policies..

Employee Assistance Program

Due to the unexpected loss of both staff members of the City's Employee Assistance Program in 2011, we had to temporarily suspend the program. We are happy to report that we have hired two excellent Clinical Therapists who have not only resuscitated the Employee Assistance Program, but also updated the program so that it can more effectively serve employees. Employees have already begun to utilize these services.

Training

The Training and Development Division offered several workshops on Interviewing Skills and Resume Development to assist City employees impacted by layoffs. We also offered new training courses on the City's new contractor policy, revised hiring plan and supported the Board of Ethics in its rollout of state-mandated training on the Illinois Identity Protection Act. Training and Development Analysts were assigned to City departments and have been working with department liaisons to proactively address their training needs.

Information Services

The Information Services Division enhanced our current driver's license verification program. Until this year, the program only verified driver's licenses for City employees who drive City vehicles as part of their work duties. Earlier this year, we expanded the program to verify chauffeur licenses of City taxi drivers, which has added another layer of safety for the public. We also created and implemented a new case management system for our newly-revived Employee Assistance Program.

GOALS

Employment Services

In 2013, Employment Services will continue to make improvements to the hiring process so that it can be more efficient for departments and sustain the City's compliance with its hiring plans. We will also be

implementing a new hiring preference for graduates of Chicago Public Schools, which we believe will reward students who graduate and encourage more students to stay in school. Another goal for 2013 is the implementation of a new Acting-Up Policy, which not only will advance the City's advancement towards substantial compliance, but it will also lessen the burden of reporting on departments while increasing our ability to monitor acting-up. We also plan to devote more time on effective recruiting, particularly with respect to under-utilized and disadvantaged groups. Some of those efforts include developing relationships with community groups and holding job fairs.

Testing

Our Testing Division will expand the online application system for all Fire Department positions, including entry-level Firefighter/EMT, and we will be preparing for the next entry-level exam. We will also administer the next Police Sergeant Exam, as well as another entry-level Police Officer exam, and begin preparations for the next Police Lieutenant exam. Finally, we plan to update the City's promotional process and testing recommendations.

EEO

We will complete the consolidation of our EEO and Sexual Harassment policies into a single policy, which will include an option for resolving EEO complaints through mediation, a process that is not available under the current EEO policy. We will also release a revised Violence in the Workplace policy, along with updated forms that will simplify that process. We plan to fill our two remaining EEO Investigator positions and hire a Disability Officer to manage reasonable accommodation requests and supervise investigation of disability-based complaints. We will expand our training to ensure that all employees understand their rights and responsibilities under our policies, and include targeted training for managers and supervisors. Finally, utilizing data gathered for federally-mandated EEO reports submitted this year; we will analyze our underutilization of women and minorities in certain job categories and implement plans to address those issues.

Training

Our Training and Development Division will continue the partnership previously initiated with the Department of Innovation and Technology and the Chicago Police Department to develop a City-wide Learning Management System. Our training staff will work toward developing skills in online course development so that we can give employees learning alternatives beyond in-person training. We will continue to expand our course offerings and make our curriculum available to City employees on the Intranet, and we plan to launch an Onboarding initiative as a comprehensive program to engage new employees and introduce them to City service.

Personnel Rules and City Policies

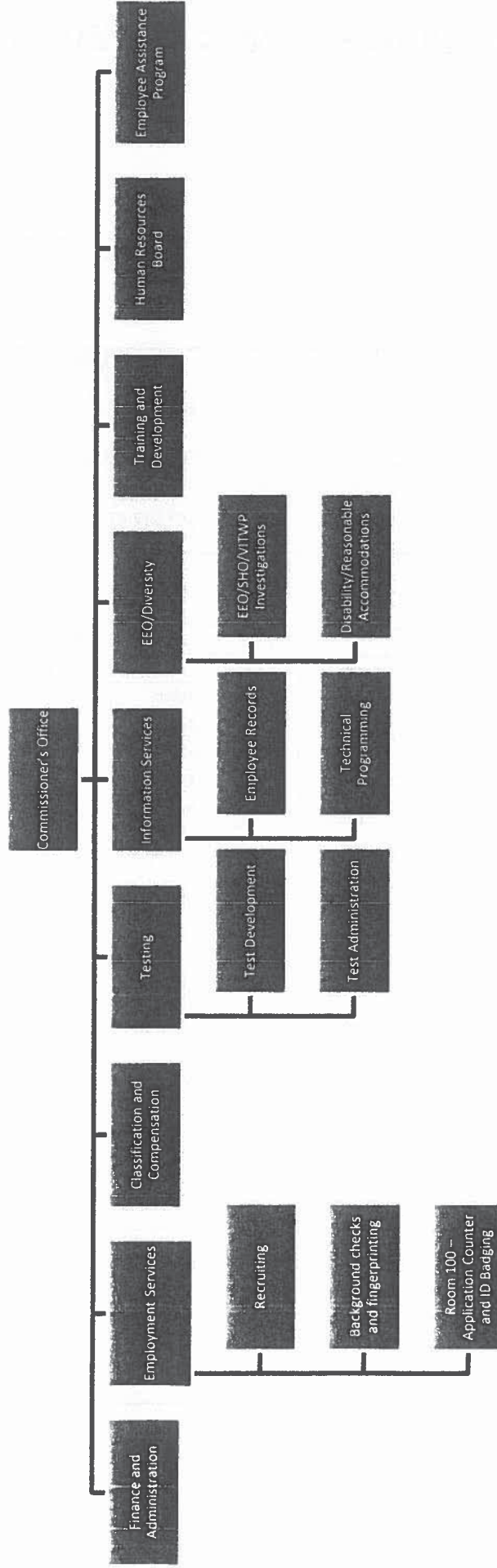
We are planning to overhaul the City's Personnel Rules, which will result in a more useful manual for employees, as well as update and correct information in the document. Additionally, we hope to centralize all of the City's policies and procedures. In the process of doing so, we hope to eliminate redundancies and contradictions, streamline policies and procedures, track changes to existing policies and procedures, and create a user-friendly format so that employees will better understand the rules they are expected to follow. We have hired a new Policy Analyst who will be focused on this large undertaking.

CONCLUSION

To summarize, we have made significant improvements in all areas of our department, including making our hiring process more effective, updating our paid time-off policies, reinstating EAP, developing more training programs, and strengthening our EEO Division. There is still more work to do, however, and DHR continues to strive to provide the best services to the City government and its citizens. We look forward to working with the City Council to accomplish our goals in the coming year.

2013 Budget Hearing

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Department of Human Resources



DEPARTMENT OF HUMAN RESOURCES
CITY OF CHICAGO

Memorandum

To: City of Chicago Aldermen

From: Soo Choi
Commissioner
Department of Human Resources

Date: October 23, 2012

Re: Notification of Job Opportunities

To keep you better informed of new job openings with the City, the Department of Human Resources will start sending you email notifications of new job postings and updates on all current City of Chicago job postings. These alerts will be delivered from the following email address: Human Resources [HR_Recruitment@cityofchicago.org]. The attached screen shot provides an example of what these notifications will look like. We encourage you to share these notifications with your constituents. Emails will be sent to your wardxx@cityofchicago.org email address. If you would like to include staff or add another email address, please notify Alix Meza, Assistant Commissioner, at Alix.Meza@cityofchicago.org.

Please note that these notifications will be for *Shakman*-Covered, non-bid positions. Because these positions are *Shakman*-Covered, they must be filled in accordance with the City's Hiring Plan. Thus, only the applicant can submit an application (in other words, no one can submit an application for someone else), and it must be submitted online through our website, <http://www.cityofchicago.org/city/en/depts/dhr.html>. Applicants can seek assistance with the online application process by calling our Employment Services Division at (312) 744-4976 or visiting Room 100 in City Hall during regular business hours.

If you have any questions, please do not hesitate to contact me at (312) 744-8395.



DEPARTMENT OF HUMAN RESOURCES
CITY OF CHICAGO

Memorandum

To: City of Chicago Aldermen

From: Soo Choi *SC*
Commissioner
Department of Human Resources

Date: October 23, 2012

Re: Materials Regarding the City's Hiring Process for *Shakman*-Covered Positions

Many of you have requested information about the City's hiring process for *Shakman*-Covered positions in an effort to better understand how those positions are filled. Attached is a handout that summarizes the City's hiring processes for *Shakman*-Covered positions, which incorporates feedback from the Inspector General's Office's Hiring Oversight Section. My hope is that this document provides useful clarification about our hiring process, as well as the aspects of the City's hiring plan that pertain to your offices.

Also attached is a one-page sheet that is intended to provide you and your staff with easy access to key information.

Please note that these attachments are overviews of more intricate documents, so if you have any questions or would like more detailed information, please do not hesitate to contact me at (312) 744-8395.

INFORMATION REGARDING THE CITY'S HIRING PROCESSES FOR *SHAKMAN*-COVERED POSITIONS FOR ALDERMANIC OFFICES

I. The City of Chicago is committed to hiring practices that:

- a. Base employee selection on a Candidate's knowledge, skills and ability to perform effectively on the job;
- b. Provide equal employment opportunity to all qualified Applicants;
- c. Prohibit the entry of Political Reasons or Factors¹ and other Improper² considerations into any stage of the selection and hiring processes for Covered Positions;
- d. Provide the Hiring Authority with maximum lawful discretion in making selection decisions; and
- e. Create a transparent hiring system that minimizes the ability to manipulate employment decisions.

¹ The City's General Hiring Plan defines Political Reasons or Factors as the following:

1. Recommendations for hiring, promotion or any other employment term for specific persons from public office holders (and/or their staffs) or political party officials that are not based on actual knowledge of the person's work skills, work experience or other job-related qualifications.
2. Recommendations for hiring, promotion or any other employment term based on the fact that the person worked in a political campaign or belongs to a political organization or political party; or the fact that the person chose not to work in a political campaign or to belong to a political organization or a political party. The mere fact that a person worked for a political campaign for elective office does not prohibit consideration of a recommendation related to that person insofar as the basis for that recommendation relates to the person's relevant work experience.
3. Recommendations for hiring, promotion or any other employment term based on the fact that the person contributed money, raised money, or provided something else of value to a candidate for public office or a political organization; or the fact that the person chose not to contribute or raise money for a candidate for public office or a political organization.
4. Recommendations for hiring, promotion or any other employment term based on the fact that a person is a Democrat or a Republican or a member of any other political party or group; or the fact that the Applicant is not a member.
5. Recommendations for hiring, promotion or any other employment term based on the fact that the person expressed views or beliefs on political matters such as what candidates or elected officials he or she favored or opposed, what public policy issues he or she favored or opposed, or what views on government actions or failures to act he or she expressed.

² The City's General Hiring Plan defines Improper as a consideration constituting preferential treatment which is not job related.

- II. The City's General Hiring Plan, which was approved by the *Shakman* Monitor and Plaintiffs and filed with the *Shakman* court, is designed to accomplish those goals.
- III. Under the City's General Hiring Plan, there are two types of City positions: (1) *Shakman-Exempt* and (2) *Shakman-Covered*
- a. *Shakman-Exempt* positions are not covered by the Hiring Plan, and they can be filled by appointment and for any reason except for an illegal one, such as discrimination. They are typically high-level positions and are listed on the Department of Human Resources' ("DHR") page on the City's website.
 - b. *Shakman-Covered* positions must be filled according to the Hiring Plan, which can also be found on DHR's website.
 - i. The Hiring Plan is designed to ensure fair and equal employment opportunities so that the most-qualified applicants are selected and Political Reasons or Factors and other Improper considerations are kept out of the process.
- IV. There are three types of *Shakman-Covered* positions: (1) Non-Interviewed Positions, (2) Interviewed Positions, and (3) Senior Manager Positions.
- a. Non-Interviewed Positions involve selection methods such as tests and random selection. No interviews are conducted. Examples of Non-Interviewed Positions include: Laborer and Motor Truck Driver.
 - b. Interviewed Positions require interviews prior to hire, and they may also involve a test, depending on the position. Examples of Interviewed Positions include: Contracts Negotiator and Investigator.
 - c. Senior Manager Positions are (1) non-union, (2) non-Career Service, (3) *Shakman-Covered*, and (4) involve significant managerial responsibilities. They also require interviews, but the hiring process gives departments more discretion in selecting interviewees and candidates for these positions. Examples of Senior Manager Positions include: Assistant Commissioner and Contracts Administrator.
- V. All *Shakman-Covered* positions are posted on DHR's website, and all applications must be submitted through the website during the designated application posting period.
- a. No applications can be submitted directly to a City employee.
 - b. No applications can be submitted by a third party on behalf of the applicant.

- c. The attached sheet includes the City's hiring website, which Aldermanic offices are encouraged to provide to constituents who inquire about applying for City employment.

VI. Role of DHR

- a. DHR facilitates the hiring process for all departments.
- b. This includes reviewing all applications and generating referral lists to the hiring departments. Referral lists are created by selecting those applicants who most closely match desired qualifications outlined by DHR and the hiring department.
- c. The hiring department cannot participate in the generation of a referral list, and any attempt by the hiring department to do so will be reported to the Inspector General's Office Hiring Oversight Section ("IGO Hiring Oversight").

VII. Role of IGO Hiring Oversight

- a. IGO Hiring Oversight oversees, monitors, and audits the hiring process and also ensures compliance with the *Shakman* Accord and the City's hiring plans and policies filed in federal court.
- b. Matters involving potential employee misconduct are referred to the IGO's investigative section.

VIII. Reporting of Aldermanic Contacts

- a. Any contact (which includes recommendations) from an Alderman or someone acting on the Alderman's behalf relating to an individual's employment will be reported to IGO Hiring Oversight.
 - i. Employment can mean hiring, but it can also mean other actions such as terminations, layoffs, reclassifications, demotions, and assignments.
 - ii. General questions about the hiring process or other employment actions that do not involve a specific person are not reported.
 - 1. However, if it becomes apparent at some later point that the inquiry was for a specific individual and that individual's identity becomes known, the contact will then be reported.
 - iii. Reporting such contacts does not necessarily mean that there has been wrongdoing or that there will be negative repercussions. These contacts need to be reported so that there can be accountability and transparency in the hiring process.

IX. Recommendations from Aldermen for *Shakman*-Covered Positions

- a. Aldermen are permitted to make recommendations based on personal knowledge of an individual's work experience, skills, or other job-related qualifications.
 - i. For example, an Alderman can make a recommendation for a staff member whose work was observed by the Alderman.
- b. *No one*, including Aldermen, can make a recommendation based on factors that have no relation to the job. For example:
 - i. An Alderman cannot make a recommendation for a constituent simply because the individual is a constituent in the Alderman's ward.
 - ii. An Alderman cannot make a recommendation simply based on word-of-mouth.
 - iii. An Alderman cannot make a recommendation simply due to an individual's political affiliation or involvement in a political campaign.
 - 1. However, the mere fact that an individual has a political affiliation or worked on a political campaign will not negatively affect that person's consideration for the job as long as the basis for the recommendation relates to personal knowledge of the individual's work experience, skills, or other job-related qualifications.
- c. Recommendations are not considered in the hiring processes for *Shakman*-Covered positions.

X. There are no prohibitions on an applicant contacting DHR regarding employment.

- a. Therefore, it is advisable that Aldermen and their staff instruct constituents to contact DHR with any questions they have instead of contacting DHR to get the answer for the constituent.
 - i. For example, if a constituent calls an Aldermanic office complaining that he/she did not get a particular City job and does not know why, the Aldermanic office should provide the constituent with DHR's contact information (which is provided in the attached sheet) and direct the constituent to contact DHR directly.
- b. If an Alderman or staff member prefers to obtain information for a constituent from DHR, keep in mind that if the constituent's identity becomes known, the contact must be reported to IGO Hiring Oversight. Again, that will not

necessarily result in a negative consequence, but the contact will have to be reported nonetheless.

XI. All general questions about the City's hiring processes or other employment-related matters are welcomed and encouraged by DHR. The same goes for any general concerns or uncertainties.

REFERENCE SHEET REGARDING CITY HIRING OF *SHAKMAN*-COVERED POSITIONS

Key Contacts

1. Department of Human Resources (“DHR”) Employment Services Division
 - a. Phone: (312) 744-4976
 - b. Email: Employment-Services@cityofchicago.org
 - c. Website: <http://www.cityofchicago.org/city/en/depts/dhr.html>
2. Inspector General’s Office (“IGO”) Hiring Oversight Section
 - a. Phone: (773) 478-4705
 - b. Email: hiringoversight@chicagoinspectorgeneral.org
 - c. Website: <http://chicagoinspectorgeneral.org/shakman-hiring-compliance>

Important Information

1. Applications for *Shakman*-Covered City jobs can **only** be submitted in **one** way: through DHR’s website by the applicant.
2. DHR’s Employment Services Division provides assistance with the application process via the phone number and email address above, as well as in Room 100 in City Hall.
3. **Any** contact with DHR or a hiring department by an aldermanic office regarding the employment of a specific individual **must** be reported to the IGO Hiring Oversight Section and the *Shakman* Monitor’s Office.
 - a. Even if the individual isn’t named, if the identity of that person becomes apparent at a later time, the contact will still be reported.
4. Aldermanic recommendations are permitted **only** if based on personal knowledge of an individual’s work experience, skills, or other job-related qualifications.
 - a. So, for example, an alderman cannot submit a recommendation simply because an individual is a constituent or based solely on word-of-mouth.
5. However, recommendations (from anyone, not just aldermen) are not considered during the hiring process—they are only used to verify prior employment **after** a selection has been made.
6. It is **strongly** advised that if an individual seeks assistance from an aldermanic office with respect to City employment, the aldermanic office directs the individual to DHR instead of seeking the information for the individual.
7. If an individual complains of misconduct relating to City hiring, they should contact the IGO.
8. If an alderman or aldermanic staff has any questions regarding City hiring, they are welcome to contact DHR.
 - a. Please keep in mind that if the question concerns a specific individual, the contact **must** be reported to IGO Hiring Oversight and the *Shakman* Monitor.